

performance



Management and Pay

Colorado Department of Human Services
Performance Cycle April 1, 2005 – March 31, 2006



Most Current as of February 2006

COLORADO DEPARTMENT OF HUMAN SERVICES PERFORMANCE MANAGEMENT AND PAY PLAN

I. INTRODUCTION

The Colorado Department of Human Services (CDHS) efforts include a variety of tools and products, such as guiding principles, philosophies, training modules, a web site, resource guides, manuals, tool kits, communication avenues, an electronic tracking system and so on. For the most part, the information contained in those important resources will not be repeated here. The primary purpose of this Plan is to simply set forth the mechanics and common framework for performance management and pay in this department.

Managers, supervisors, and employees are encouraged to refer to and apply the guidance provided in the above-mentioned resources when determining how to carry out this plan. Information is available on the department's web site located at <http://intranet.cdhs.state.co.us>. Assistance is also available from Office management or the CDHS Office of Performance Improvement, Human Resource Division.

This plan will be continuously improved upon, as the concepts of performance management and pay continue to be practiced and more experience gained. The Executive Management Team, employees, supervisors and managers will remain involved in the implementation and enhancement of the plan.

II. CDHS OFFICE PLANS

CDHS encourages Offices and subordinate organizational units to be very creative and flexible in the design of Office performance management and pay plans, within the structure outlined in the department's plan. This CDHS Plan summarizes the core elements and values that must be contained in each Office plan.

Offices must submit their plans to the Office of Performance Improvement, Human Resource Division for review and approval (by the Executive Director) prior to its implementation or when substantial changes have been made to an existing plan. The Human Resource Division will suggest changes to plans that do not comply with the CDHS plan, CDHS guidelines, rule, law, or other parameters.

III. PLANNING AND EVALUATION CYCLE

The planning and evaluation cycle for all CDHS employees, and as defined in all Office plans, will be **April 1** through **March 31** of each year.

IV. PERFORMANCE MANAGEMENT

Performance Planning

- Plans for employees must be in place within one month of the beginning of the new planning cycle (on or before April 30), or within 30 days of hire or transfer.
- Completed plans remain with the agency for the duration of the plan year. Neither plans nor copies of plans are forwarded to the district human resource office.
- The performance planning process involves at least one meeting between the supervisor and the employee by April 30, and should include discussion of employee and supervisor expectations, individual performance objectives, and the core competencies (described later in this document).

- Individual performance plans should support CDHS goals and objectives.
- The supervisor is required to prepare the performance plan within the established timeframes. If the supervisor fails to prepare a performance plan, the reviewer is responsible for completing the plan within 5 working days. If the reviewer fails to prepare a performance plan, the reviewer's supervisor is responsible for completing the plan within 5 working days. This process continues up the chain of command until the plan is completed.
- If an employee is on extended leave (e.g., FMLA or military leave) the employee's supervisor is required to make every effort to meet the April 30 deadline for new performance plans, unless there is an extraordinary circumstance which may require a delay beyond that date (e.g., the employee's absence was an unanticipated emergency).
 - The employee's supervisor must send written documentation to the CDHS PMAP coordinator, Anthony Cordova (anthony.cordova@state.co.us) prior to the April 30th deadline, requesting authorization for a delay in reviewing the new performance cycle plan with the employee who is on leave.
 - If this request is denied the supervisor will be required to meet the deadline or face sanctions as listed below.
 - In a circumstance where a delay is authorized, the supervisor is required to review the new performance plan with the employee during the first week of the employee's return to work. Employees placed in this extraordinary circumstance category will have full rights to the dispute resolution process even though the time period has gone beyond the June 26 requirement.
- Absent extraordinary circumstances, failure by any supervisor to provide a timely performance plan will result in a corrective action and the supervisor's ineligibility to receive a performance pay adjustment. This does not require that the supervisor's overall performance rating be at a Level 1. The Human Resources Director or PMAP Coordinator will notify the appropriate Office Manager of any supervisor's failure to comply based on information contained the CDHS Performance Management Tracking System, which is the official repository for performance plans and evaluations. A performance plan is not considered complete until it has been entered into the Performance Management Tracking System (described later in this plan). Other sanctions include suspension and demotion to a non-supervisory position, pursuant to personnel rule/procedure and current statute.
- Team work can be measured as a component of an individuals performance plan.

Minimum Core Competencies

Performance plans for all CDHS employees will include, at a minimum, the following competencies:

- **Communication** - Effectively communicates by actively listening and sharing relevant information with co-workers, supervisor(s) and customers/clients so as to anticipate problems and ensure the effectiveness of the department.
- **Interpersonal Skills** - Interacts effectively with others to establish and maintain smooth working relations.
- **Customer Service** - Works effectively with internal/external customers and clients to satisfy service and product expectations.

- **Organizational Accountability** - Employee's work behaviors demonstrate responsible personal and professional conduct, which contribute to the overall goals and objectives of the department.
- **Job Knowledge** – The employee is skilled in job-specific knowledge that is necessary to provide the appropriate quantity and quality of work in a timely and efficient manner.
- **Equity** – At the Colorado Department of Human Services, equity is about the fair and equitable treatment of individuals.

These core values represent the minimum competencies required for a performance plan. CDHS and Offices may choose to include additional competencies that are defined in their plans. Offices may further define these competencies as necessary for a particular job and may weight the competencies as deemed appropriate. However, the above competencies cannot be disregarded in the final rating for each employee.

In addition to the core competencies that are required for every employee, all supervisors' plans must contain the following factors:

- **Performance Management** – Effectiveness of performance management of subordinate employees, including developing plans and conducting progress reviews and performance evaluations, coaching, providing feedback and resolving disputes.
- **Empowerment** - Encourage an environment, which provides the means and opportunity through open, continuous and effective communication for a person to utilize their individual strengths, ideas and talents. Make resources available for self-actualization by supporting development of leadership, ownership, responsibility and pride in their professional growth and development.

Progress Review

Progress reviews, also known as "Interim Evaluations" and "Mid-Year Reviews" provide a formal opportunity for a supervisor and employee to discuss the overall performance to date and are key to managing performance on an on-going basis. Each Office is required to have at least one (1) progress review during the planning and evaluation cycle, which must be recorded in the Performance Management and Pay Tracking System. Offices or individual supervisors may decide to have more than one progress review. Further, supervisors are expected to provide coaching and feedback to employees on a regular basis throughout the performance cycle year.

If an employee moves to another appointing authority during the performance cycle (whether internal to CDHS or external to another state agency), an Interim Evaluation shall be completed and delivered to the new appointing authority and entered into the PMAP Tracking System within 30 days of the transfer.

Performance Evaluation

- Evaluations of employees' performance based on the employee's performance during the previous year must be conducted within one month after the end of a planning cycle (on or before April 30), or within 30 days of the transfer or termination of an employee.
- Evaluations must be completed for any employee with a plan in place at the end of the planning cycle, or for any employee who should have had a plan in place based upon these guidelines. In other words, employees hired on or before February 28th, require a performance plan and evaluation.

- The performance evaluation process involves at least one meeting between the supervisor and the employee.
- The final evaluation will be reviewed and signed by a higher-level reviewer (may be Division Director, Office Manager or other party) prior to the evaluation being given to the employee.
- The supervisor is required to conduct the performance evaluation within these established timeframes. If the supervisor fails to conduct a performance evaluation, the reviewer is responsible for completing the plan within 5 working days. If the reviewer fails to prepare a performance plan, the reviewer's supervisor is responsible for completing the plan within 5 working days. This process continues up the chain of command until the evaluation is completed.
- If an employee is on extended leave (e.g., FMLA or military leave) the employee's supervisor is required to make every effort to meet the April 30 deadline for final evaluations, unless there is an extraordinary circumstance which may require a delay beyond April 30.
 - The employee's supervisor must send written documentation to the CDHS PMAP coordinator, Anthony Cordova (anthony.cordova@state.co.us) prior to the April 30 deadline, requesting authorization for a delay in evaluating the employee who is on leave.
 - If this request is denied the supervisor will be required to meet the deadline or face sanctions as listed below.
 - In a circumstance where a delay in evaluating an employee is authorized, the supervisor is required to go through the formal evaluation process with the employee during the first week of the employee's return to work. Employees placed in this extraordinary circumstance category will have full rights to the dispute resolution process even if the time period has gone beyond the June 26 requirement.
- Absent extraordinary circumstances, failure by any supervisor to provide a timely performance evaluation will result in a corrective action and the supervisor's ineligibility to receive a performance pay adjustment. This does not require that the supervisor's overall performance rating be at a Level 1. All supervisors who fail to complete evaluations within 30 days of the corrective action are subject to current statutory requirement for suspension or discipline. The Human Resources Director or PMAP Coordinator will notify the appropriate Office Manager of any supervisor's failure to comply based on information contained in the CDHS Tracking System, which is the official repository for performance plans and evaluations. A performance evaluation is not considered complete until it has been entered into the Performance Management Tracking System.
- Supervisors are required to conduct evaluations for all employees. Supervisors must conduct a formal evaluation when an employee transfers or terminates employment and must enter this information into the PMAP Tracking System for sharing with the new supervisor.
 - A Final Evaluation is required when an employee leaves CDHS;
 - an Interim Evaluation is required when an employee changes jobs within CDHS.
- If a rating is not given, the employee's overall evaluation shall be satisfactory (Level 2) until a final rating is completed.

V. Ratings

CDHS final performance evaluation ratings will be based on a qualitative (non-numerical) system. Final ratings must fall into one of four categories:

Level 1 – This rating level encompasses those employees whose performance does not consistently and independently meet expectations set forth in the performance plan as well as those employees whose performance is clearly unsatisfactory and consistently fails to meet requirements and expectations.

Marginal performance requires substantial monitoring to achieve consistent completion of work , and requires more constant, close supervision. Though these employees do not meet expectations, they may be progressing satisfactorily toward a level 2 rating and need to demonstrate improvement in order to satisfy the core expectations of the position.

Level 2 – This rating level encompasses a range of expected performance. It includes those employees who exhibit competency in the work behaviors, skills, and assignments for the job as well as those employees who are successfully developing in the job. These employees are meeting all the expectations, standards, requirements, and objectives on their performance plan and, on occasion, may exceed them. This is the employee who reliably performs the job assigned.

Level 3 – This rating level encompasses the accomplished performers who consistently exhibit the desired competencies effectively and independently while frequently exceeding expectations, standards, requirements, and objectives of the job assigned. Their work has a documented impact beyond the regular assignments and performance objectives that directly supports the mission of the organization.

Level 4 – This rating represents consistently exceptional and documented performance or consistently superior achievement beyond the regular assignment. Employees make exceptional contribution(s) that have a significant and positive impact on the performance of the unit or the organization and may materially advance the mission of the organization. The employee provides a model for excellence and helps others to do their jobs better. Peers, immediate supervision, higher-level management and others can readily recognize such a level of performance.

At evaluation time, the rater should rate the employee in each core competency by assigning a level (described above) that is reflective of the employee's performance for the year in that particular core competency. Raters shall then average the ratings of all core competencies and utilize the scale below to derive at an overall performance rating:

1.0 to 1.9 = Level 1
2.0 to 2.7 = Level 2
2.8 to 3.6 = Level 3
3.7 to 4.0 = Level 4

Additionally, all core competencies must be rated at least a Level 2 for the employee to attain an overall rating of Level 3 or Level 4. In other words, an employee who is rated a Level 1 in any one competency may not be rated an overall Level 3 or Level 4.

Offices may utilize a numeric system to arrive at the overall rating. If a numerical scale is used, it must use the following break-points to define the four evaluation levels. Because CDHS is on a non-numeric rating system, however, these point values are not part of the employee's official evaluation and are not entered into the Performance Tracking System.

100 to 259 = Level 1
260 to 359 = Level 2
360 to 459 = Level 3
460 to 500 = Level 4

- Multi-source assessment processes should be considered for evaluating employees, where feasible (e.g., supervisory observation, surveys, customer feedback, employee input, etc.).
- An employee whose final evaluation results in an overall rating of Level 2, Level 3, or Level 4 is eligible for a Performance Pay adjustment as described below in Section X. Individual Performance Pay adjustments.
- An employee whose final evaluation results in an overall rating of Level 1, describing unsatisfactory performance or performance needing improvement, is subject to either a performance improvement plan or corrective action, as described in State Personnel Board Rules and Director's Administrative Procedures.

VI. Distribution of Ratings

As part of the implementation of performance management and pay, and in order to monitor quality and consistency of ratings, supervisors and/or managers must:

- discuss the distribution of ratings within offices/divisions/work units;
- evaluate the data, examine what is happening in these units determine if the distribution is appropriate; and if not,
- make whatever adjustments are necessary to ensure fair, equitable, and consistent evaluations of subordinates. Adjustments may include;
 - modification of the definition and application of competencies;
 - modification of rating standards; and/or
 - impose whatever other adjustments are necessary.

Each Office will, at a minimum review all Level 4 ratings. Management review may occur at the Office, division, or other work unit level, as determined by the Officer Manager. **This review of ratings must occur prior to evaluations being discussed with employees.**

Quotas or forced distribution processes for determining the number of ratings in any of the four performance levels shall not be established.

VII. Dispute Resolution Process

The CDHS Dispute Resolution Process is designed to be an open, problem-solving, quality assurance process; preserve working relationships; be fair, consistent and objective; include review by an impartial party(s) outside the supervisory chain, when possible; assure that both the employee and the supervisor have a responsibility in the process, and allow all parties an opportunity to have their issues heard. It is not a grievance or appeal. The process incorporates the following core elements.

- The following are reviewable under the CDHS Performance Management and Pay dispute resolution process:
 1. an employee's individual performance plan, including lack of a plan;
 2. an employee's individual performance evaluation including lack of a final evaluation;
 3. application of the CDHS performance-pay plan, policies, or processes to an individual employee's plan and/or evaluation; and
 4. full payment of the performance pay adjustment.
- The following are not reviewable:
 1. content of the State, CDHS, or Office Performance Management and Pay Plan;
 2. matters related to funds allotted to each agency and work unit;
 3. performance evaluations and pay adjustments of other employees;
 4. amount of a performance pay adjustment; and
 5. interim rating / progress reviews

- Allegations of discrimination or retaliation for disclosure of information (whistle blowing) must be filed with the State Personnel Board, pursuant to Personnel Board Rule 8-29.
- Performance evaluations that result in a corrective action are grievable and are addressed through the CDHS grievance process.
- Employees are strongly encouraged to initiate discussions within their organizations by first approaching the supervisor whose actions are being disputed. Every effort shall be made by the parties to resolve their dispute at the lowest possible level and in a timely manner.
- No party has the absolute right to legal representation, but may have an advisor present. The parties are expected to represent and speak for themselves.
- Retaliation against any party involved in the Dispute Resolution process is prohibited.
- The dispute resolution process should be concluded within 30 calendar days of initiation (e.g., within 30 calendar days of the date the performance plan is completed). In no case shall a performance evaluation dispute conclude later than June 26.
- Only issues presented originally in writing will be considered throughout the review process.
- Dispute Resolution reviewer recommendations are advisory to the appointing authority, who will make the final decision.

STEPS IN THE CDHS (INTERNAL) DISPUTE RESOLUTION PROCESS

1. **If an employee disagrees with his/her plan or evaluation**, as presented to them by the rater, the employee discusses such plan or evaluation with the plan/evaluation reviewer, within 3 working days of the receipt of the plan or evaluation. If the dispute involves application of the CDHS/Office plan or involves non-payment of a promised pay adjustment, the employee meets with the reviewer within 3 working days of the date of their knowledge of the disputable action occurred. The reviewer issues a written decision within 3 working days of the date of the meeting with the employee.
2. **If the employee is not satisfied with the results at Step 1**, the employee forwards a written statement of the dispute, along with any supporting documentation, to the Appointing Authority (named on the plan/evaluation) within 3 working days of the date the employee met with the reviewer.
 - If the Appointing Authority is the supervisor or the reviewer (signatory) of the plan or evaluation, then the dispute shall be forwarded to the Appointing Authority's supervisor.
3. **The Appointing Authority forwards the dispute to an advisory panel.**
 - The purpose of the panel is to provide the Appointing Authority with an objective review of the dispute and recommendation.
 - The panel may be formed to review one dispute or may be a standing panel formed to review all disputes in one Office or work unit. The Office Manager decides the panel process and the make-up of the panel.
 - It is expected that the Appointing Authority will use the panel process. However, if for extenuating circumstances a panel is not used, the Appointing Authority must demonstrate in his or her decision how objectivity was built into the dispute resolution process.
 - The panel issues a written recommendation to the Appointing Authority.
 - The panel may recommend whether the plan or evaluation should stand, whether errors occurred, suggest other appropriate processes, such as mediation, whether the CDHS Performance Management and Pay plan was followed. The panel may not substitute its judgment for that of the rater or reviewer.
 - The panel's written recommendation must be issued within 7 working days of the date the Appointing Authority received the dispute.

4. The Appointing Authority issues a written decision, which is final and binding, within 5 working days of the date of the panel's recommendation.

- If the appointing authority does not concur with the panel and issues a decision that is contrary to the panel's recommendation, the Appointing Authority must send a written explanation and justification of their decision to the Executive Director.
- After CDHS Dispute Resolution process has been exhausted, employee may request (within 5 working days of the final decision) that the State Personnel Director review his/her dispute on those matters relating to application of the agency's plan or full payment of a pay adjustment. Disputes involving plans or evaluations conclude with the appointing authority's decision and no further recourse is available.
- A description of the Dispute Resolution Process shall be given to employees at the time of his/her plan or evaluation. This information is contained on the PMAP signature page. Employees must be given written notice that they may, after completion of the internal process, submit a written request to the State Personnel Director for issues that concern the application of the CDHS Plan or full payment of pay adjustment, if relevant. This notice must contain the deadlines for filing (5 working days from the date of the appointing authority's decision), list of what must be included in the request (copy of original issue and decision), and the address for filing (Attn: Appeals Processing, 1313 Sherman Street, Rm 122, Denver, Colorado 80203), and a reference to Procedures P-8-17 through P8-18 for more information regarding the Director's process.

CDHS PERFORMANCE MANAGEMENT AND PAY DISPUTE RESOLUTION PROCESS

Internal Review: Employee receives evaluation from his/her supervisor (rater).

Step 1: Employee disagrees with evaluation. Employee discusses with **reviewer** within 3 working days of receipt of evaluation from rater. Reviewer issues decision w/in 3 working days

Step 2: If the employee is not satisfied with results at Step 1, employee forwards written documentation of dispute to Appointing Authority within 3 working days (cc: Human Resources).

Appointing Authority forwards dispute to advisory panel. Panel issues written recommendation(s) to Appointing Authority, within 7 working days of date dispute received by Appointing Authority.

Appointing Authority issues written decision, which is final and binding within 5 working days of the receipt of the panel's recommendation(s)

Is the Appointing Authority the rater or the reviewer (signatory) of the plan or evaluation in dispute? If YES, dispute is forwarded to next level supervisor

May be ad hoc panel formed to review one dispute or standing panel formed to review all disputes in one Office/Div.

If a panel is not used, AA must demonstrate in his/her decision how objectivity was built into the dispute resolution process. The Office Manager decides how to set up this process.

If AA does not concur with panel recommendation, AA must justify his/her decision to the Executive Director.

External Review (State Personnel Director): Within 5 working days of decision by the Appointing Authority, employee may request that the State Personnel Director review his/her dispute on those matters relating to the application of the Department's plan or full payment of an award.

Definitions

Rater – Supervisor who does initial evaluation for the employee

Reviewer – Raters supervisor or higher-level manager

Appointing Authority – Reviewers Appointing Authority

External Dispute Process (limited to application of the Department's plan or full payment of an award): Within 5 working days of decision by the Appointing Authority, employee may request that the State Personnel Director review his/her dispute on those matters relating to the application of the Department's plan or full payment of an award. The employee's request must include a copy of the original issues submitted in writing and the CDHS final decision. The State Personnel Director may select a qualified neutral third party to review the matter and shall issue a final, binding decision within 30 days of receipt of the dispute. The decision-maker may not substitute his/her judgment for that of the rater, review or the CDHS dispute decision-maker. The external decision-maker may have the authority to instruct CDHS to follow the CDHS program, correct an error, or reconsider an individual's performance plan or final evaluation. The external decision maker may suggest other appropriate processes, such as mediation.

The scope of authority for any decision-making party in the dispute resolution process is limited to review of the facts surrounding the current action, within the limits of the CDHS PMAP program.

VIII. Allocation Process

When performance pay adjustment funds have been allocated to the department through the annual Long Bill, they will be distributed throughout the department. Once a process has been established, information about the process will be disseminated through the Executive Management Team and by other means to employees.

IX. Individual Performance Salary Adjustments

- Employees must be notified by June 30 of the final decision as to whether performance salary adjustments will be given.
- Performance salary adjustment allocation decisions are made based upon directives issued by the Department of Personnel & Administration and, where discretion is allow, the CDHS Executive Management Team and Executive Director. Prior to the payment of annual salary adjustments, the director shall specify and publish percentage ranges for performance levels based on the available statewide performance pay fund.
- Permanent employees are eligible to earn a performance salary adjustment each year based on the employee's final overall rating.
- All performance salary adjustments will be a percentage of the employee's salary and will be effective on July 1. The employee's current department as of July 1 is responsible for payment of the adjustment.
- The original, completed evaluation form must be forwarded to district human resources office to be placed in the employees' official file. A record of the official performance plan, interim evaluation, and final evaluation will be maintained in the CDHS Performance Tracking System described later in this document.
- Decisions regarding pay adjustments for newly hired and transferred employees are as follows and are based on our annual performance cycle of April 1 through March 31.
 - Employees must have a final performance review and rating and be employed by CDHS and in the state personnel system on July 1 of the new fiscal year to be eligible for payment of a performance pay adjustment.
 - New employees hired by CDHS on or after May 1 of the prior fiscal year and on or prior to February 28 of the current fiscal year will have any eligible performance pay adjustment pro-rated based on the employee's month of hire.
 - New employees hired in March, April, May or June of the current fiscal year will not be eligible for a performance pay adjustment until the next fiscal year. Employees hired during these three months will be eligible for salary survey if it is implemented.

- Employees who transfer into CDHS from another state department will be treated as though they were employees of CDHS for their current period of employment with the state and will be eligible for a performance pay adjustment based on the CDHS requirements for pay adjustment eligibility.
- Performance Pay Adjustments will be consistent with State Personnel Board Rules and Director's Procedures or any other special directives issues. Specifically:
 - Employees rated at Level 1 (needs improvement) are not eligible for any performance pay adjustment. A Level 1 performer may be reevaluated and, upon improvement, may be eligible (but not guaranteed) a performance pay adjustment for the remainder of the year.
 - Employees rated at Level 2 are eligible for performance pay adjustments up to the pay range maximum. If employee's base pay is at the maximum or above the maximum (saved pay), the employee is ineligible for a performance salary adjustment.
 - Employees rated at Level 3 are eligible for performance pay adjustments up to the pay range maximum. If employee's base pay is at the maximum or above the maximum (saved pay), the employee is ineligible for a performance salary adjustment.
 - Employees rated at Level 4 are eligible for performance pay adjustments, base-building up to the maximum of the pay range; any portion of the performance pay adjustment amount that exceeds the maximum shall be paid as a one time lump sum in the July payroll.
 - All performance pay adjustments below the pay range maximum will be base-building up to the maximum of the pay range. Base-building adjustments are permanent (barring any other action such as layoff or discipline) and are paid as regular salary.
 - Non-monetary incentives may be given to employees rated at Levels 2, 3, or 4, regardless of their position in the pay range and are not calculated in the total amount of the pay adjustment.
 - Non-base building pay adjustments will be paid in one lump sum payment in July.
 - An employee granted an annual performance salary adjustment shall not be denied the adjustment because of a corrective or disciplinary action issued for an incident after the close of the previous performance cycle.
 - The Department of Personnel & Administration (DPA) establishes the guidelines or parameters for performance pay adjustments at each level and, when discretionary, the Executive Director determines the amount at each level within DPA parameters.
 - Regardless of performance level, an employee cannot be granted a pay adjustment or combination of pay adjustments greater than the set performance pay adjustment maximums.
 - Historically and within DPA parameters, the CDHS Executive Management Team has established one specific percentage increase amount at each performance level, rather than establishing ranges of percentages. Should the Executive Management Team decide to set a pay range and distinguish between adjustments for employees

rated at the same level, Executive Management Team must first establish minimum criteria for distinguishing performance salary adjustments and have such criteria approved by the DPA. The criteria must describe how these standards reflect the CDHS mission and operational needs and how the requirement for consistent treatment of similarly situated employees is met. Funding source, method of funding, and length of state service shall not be criteria for distinguishing performance salary adjustments.

X. Communication

CDHS remains committed to keeping all department employees continuously informed of the specifics related to the CDHS Performance Management and Pay plan.

- We want all employees to be informed on the basics of the plan and the decisions made.
- All employees are encouraged to continue to provide feedback regarding the CDHS Performance Management and Plan and its design and implementation.
- CDHS will use every communication vehicle available and appropriate to disseminate current and correct information as quickly as possible. These include, for example:
 - Internet, intranet, web site and e-mail
 - Issues of *The Leader*, the CDHS newsletter
 - Bi-Monthly Employee Council Meetings
 - Quarterly Senior Executive Council meetings
 - Staff meetings
 - Annual Senior Management Meetings
 - Printed reference materials for employees, supervisors and managers
 - Office contacts (as designated in Office plans)

XI. Accountability

The Performance Management Tracking System is an automated system that supervisors must use to enter individual employee performance planning and evaluation data. The automated system allows input and tracking of performance plans, performance evaluations (interim and final), supervisory compliance and non-compliance with the planning and evaluation criteria, and distribution of the evaluation ratings. Records contained in the system are the official performance planning and evaluation records for CDHS employees. Therefore, CDHS supervisors are obligated to abide by the requirements of the tracking system, including established timeframes. **Performance plans and evaluations are not deemed complete until such time as they are entered and saved in the electronic tracking system.**

The Office of Performance Improvement (OPI) uses this system to generate annual reports that are mandated by statute. In addition, OPI uses this system to identify supervisors who are not in compliance with performance management planning and evaluation requirements. The names of non-complying supervisors are forwarded to the Office Manager for imposition of sanctions, as described in the Performance Planning and Performance Evaluation sections. Sanctions include, for example, corrective action and disciplinary action, including suspension pursuant to statute.

XII. Training

All department supervisors are required to attend, at a minimum, the CDHS Performance Management and Pay Training for Supervisors. Supervisors may participate in this training via live presentation, video conference, or video tape (when available). Attendance is tracked through the Performance Management Tracking System to ensure that all supervisors attend. CDHS will offer supervisory training on an on-going basis and will use the tracking system to identify new supervisors. This will ensure compliance on an on-going basis.

In keeping the commitment to help make the performance management and pay successful across the department, several training modules have been developed and delivered to many CDHS employees at all levels throughout the organization. In addition, CDHS Training & Consulting Services has continuously responded to several special requests for services, including assistance in developing performance objectives, facilitation in office planning, and creating performance plans that support the unit, Office, Department, and state missions. Training courses and other assistance will continue to be offered in the future, to the extent possible. Relevant training topics include, for example:

- Performance Management
- Compensation and Allocation of Resources
- Dispute Resolution
- Rewards and Incentives
- Solving Employee Performance Problems
- Coaching for Performance
- Art of Superior Facilitation
- Communicating for Results
- Performance Planning
- Rating Performance

XIII. Annual Reporting Requirements

CDHS will comply with all performance-pay reporting requirements and will submit the required information for the department as a whole. As requested, the Executive Director of CDHS will report to the State Personnel Director the following:

- Total dollars appropriated for performance pay adjustments for the prior fiscal year.
- Total amount of those appropriated dollars pay adjusted to employees for performance.
- Total amount of dollars awarded for each performance category.

Other information, as required by the State Personnel Director, will be reported by specified deadlines.